



COMMUNITY RESPONSIBILITY REPORT 2025



# [ Our Identity | Who We Are ]

## Mission

Why We Exist

To improve the health of the people in the communities we serve

## Vision

The Future We Imagine

Partnering with You for a Lifetime of Health and Well-Being

## Values

How We Act

Respect, Integrity, Compassion and Excellence

**We Will Do It By Being** Reliable, Safe, Seamless, Efficient, Proactive, Caring

## Our Texas Health Promise®

How We Live our Mission, Vision and Values | Individuals Caring For Individuals, Together®

Driven by our Mission to improve the health of the people in the communities we serve, Texas Health invests far more than what is required of nonprofit hospitals. Each year, we provide four to five times the minimum amount of charity care and community benefit — funding that helps North Texans access critical treatment and support.

This 2025 Community Responsibility Report demonstrates what that commitment has made possible. On page 5, and throughout this report, look for this icon to identify programs supported by charity care or community benefit.





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### About Texas Health

Texas Health Resources serves the greater Dallas–Fort Worth area, delivering services through hospitals, outpatient facilities, physician offices, urgent care clinics, virtually and at home.

### About this Report

Texas Health Resources' 2025 Community Responsibility Report shows how we operate with integrity and accountability while advancing long-term sustainability.

It outlines how we support our employees, operate responsibly and steward resources — efforts that strengthen our health system, improve community health and enhance the experiences and outcomes of consumers we serve throughout the calendar year.

Unless explicitly stated otherwise, the information presented in this report pertains to our wholly owned facilities. Certain programs and benefits may be specific to particular employees or facilities that we own, operate and/or engage in joint ventures. All financial figures are denominated in U.S. dollars. References to "Texas Health," "the organization," "we," "us," and "our" signify Texas Health Resources.

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## A Message from Our CEO

At Texas Health, our purpose is most visible in the moments that matter — when patients need care, families need clarity and communities need support.

North Texas continues to grow, and with that comes rising demand for care. But meeting that need requires more than just expanding access. We are redesigning how people move through our health system — simplifying entry, easing navigation and creating more coordinated experiences guided by our Mission to improve the health of the people in the communities we serve.

The past year was not without challenge. Rising costs, workforce pressures and regulatory uncertainty all tested our system. Even so, we remained disciplined operationally and financially, achieved numerous performance goals and continued to invest in what matters in the long term.

### Quality and Patient Safety

Quality and patient safety remain our defining measures of impact. More of our hospitals ranked in the top 10% nationally for low mortality and readmission rates, and we were recognized for our strong safety performance. Patients continue to choose Texas Health and report great experiences, with many of our busiest locations ranking among the best in the country.

### Exceptional People

These results were made possible by our exceptional people. We invested in their development, well-being and compensation to support them in a demanding environment. Retention remained high and engagement ranked in the top decile nationally. Texas Health was again named No. 1 on the Fortune Best Workplaces in Health Care™ list, reflecting the strength of our culture.

### Community Investment

We also invested beyond what is required to meet broader community needs. We directed community benefit resources to areas with the greatest opportunity to improve health across our 16-county region. By working with schools, communities of faith and local organizations, we expanded support and removed non-medical barriers to care for hundreds of thousands of North Texans.

### Strengthening and Expanding for the Future

At the same time, we strengthened the systems that support safe, reliable care, including campus security, cybersecurity, supply chain resilience and emergency preparedness. We also advanced environmental stewardship, recycling 1.6 million pounds of materials and reducing water use per square foot by nearly 5%.

Looking ahead, we will continue to expand capacity, elevate quality, invest in our workforce and deepen community alliances with a clear focus on earning greater consumer trust and creating a patient experience that ranks among the best in the nation.

Thank you to our caregivers, partners, donors and community members for your confidence and support. Together, we are shaping a healthier, more resilient North Texas.



**Barclay E. Berdan, FACHE**  
Chief Executive Officer



# 2025 Highlights

*This overview highlights the progress Texas Health made in 2025 to fulfill its Mission, support its people and thrive as an organization.*



## Elevating Safety and Quality

- 12 hospitals ranked in the top 10% nationally for low mortality; 6 hospitals for low readmissions; and 4 entities for strong consumer loyalty
- 12 hospitals were in the top 25% nationally for patient experience, reinforcing trust
- Top 25% nationally for low bloodstream and urinary tract infections, reflecting strong prevention practices systemwide
- 10 hospitals earned high CMS Star Ratings, demonstrating strong outcomes
- 8.7% higher safety event reporting than national benchmarks, enabling earlier detection and prevention of harm



## Expanding Access to Care

- 5 hospitals under construction, expansion or renovation in rapidly growing areas
- 3 Breeze Urgent Care clinics added, expanding convenient care options
- First Community Resource Center opened to support Collin County residents
- New critical care and neurology telehealth launched at rural and small hospitals, connecting patients to specialists faster
- 151,000+ video visits with medical providers, expediting care for people in need



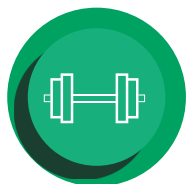
## Improving Community Health

- Provided \$1.139B in charity care and community benefit
- Assessed health trends affecting 8.5M North Texans
- \$5M in grants awarded to remove obstacles to good health
- 118,845+ congregants connected to resources and support
- 6,000+ cancer and chronic disease screenings provided
- Hundreds of thousands of North Texans supported in building healthier lives
- Nearly 966,000 pounds of fresh produce distributed across North Texas



## Caring for Our People

- 10-time No. 1 honoree on *Fortune's* Best Workplaces in Health Care™ and 10-time recognition as Best Employer for Excellence in Health & Well-Being
- 87.8% employee retention, with 29% serving 10+ years
- Top 10% nationally for employee engagement
- 11% increase in participation after expanding eligibility for advance tuition reimbursement, including 500 first-time enrollees
- Enhanced compensation and benefits to reward performance and retain talent

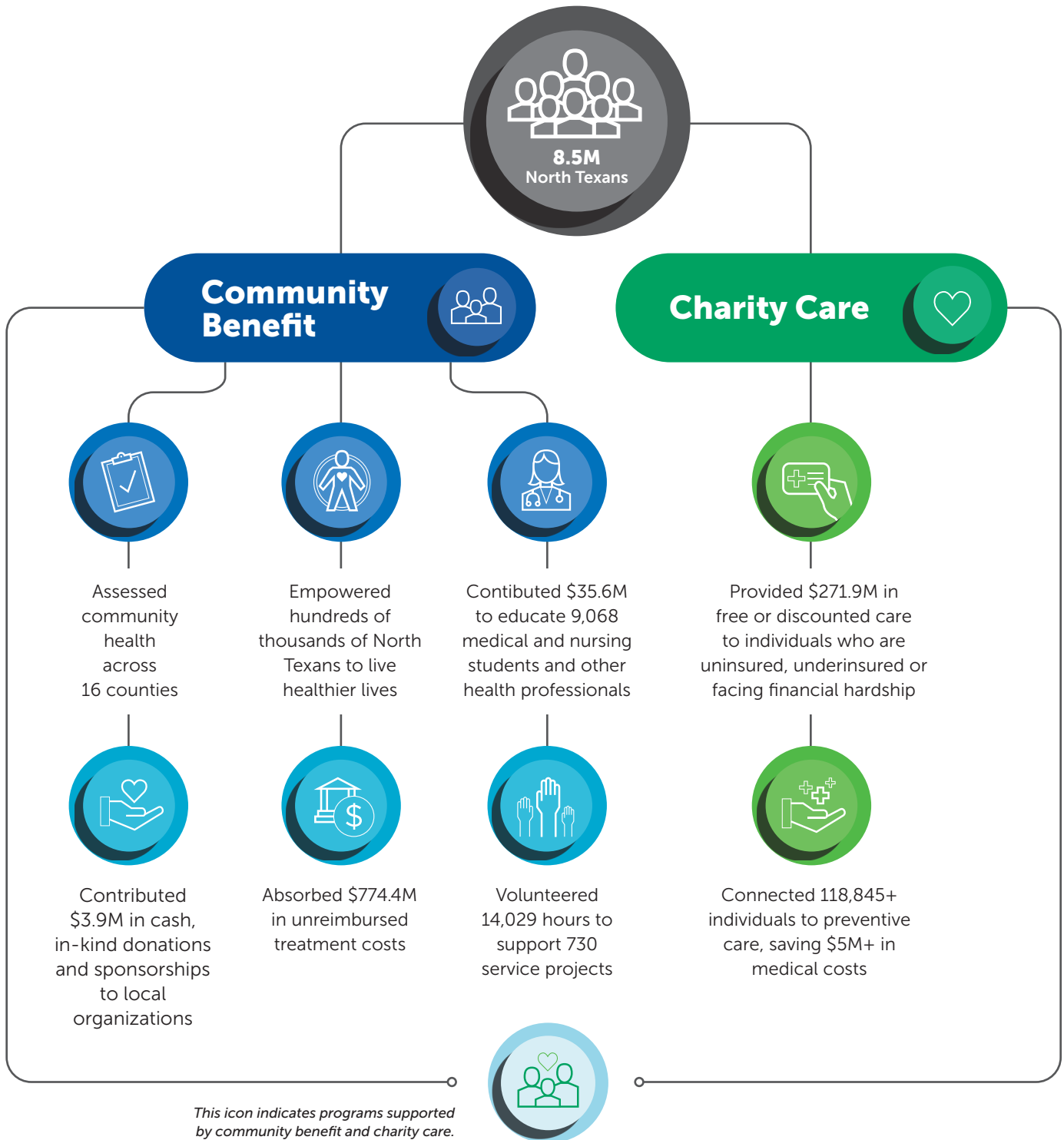


## Strengthening Our System

- Mission-aligned policies advanced through federal, state and local advocacy
- Business continuity, campus security, emergency preparedness and cybersecurity strengthened to enhance protections
- \$31.1M in philanthropic support raised or governmental grants received to expand access to services, improve community health and educate clinicians
- 1.6M pounds of materials recycled; 4.6% reduction in square-foot water use
- 7-time honoree for sustainability and conservation, Texas by Nature (TxN20)

# 2025 Charity Care & Community Benefit

Strengthening Health, One Life at a Time



Includes charity care and community benefit provided by our joint-venture hospital, Texas Health Frisco

# Driving Community Health Forward



North Texans are experiencing rising chronic disease, growing behavioral health challenges and persistent issues that make healthcare difficult to find or navigate. Despite rapid regional growth, non-medical factors — including income, education, transportation and limited services — continue to shape health outcomes.

Texas Health's 2025 Community Health Needs Assessment (CHNA), informed by extensive data and input from more than 650 stakeholders, identified four priorities to reduce health disparities across the region:

- Expand the availability of health services and make the healthcare system easier to navigate.
- Reduce transportation barriers that limit access to medical care, jobs, nutritious food and other essential resources.
- Strengthen social support and reduce isolation to improve well-being.
- Help more people access nutritious food and build practical, healthy eating skills.

These insights are shaping our strategic investments and program development through 2028. Learn more at [texashealth.org/chna](https://texashealth.org/chna).



## Turning Insights into Action

Better health should be within reach for everyone. [Texas Health Community Hope](#) is our system's unique approach to promoting healthier futures through a broad range of impactful initiatives, investments and collaborations that directly address the needs identified through the CHNA. The following highlights how these efforts took shape during the year.

### Improving Health Beyond Our Walls



Texas Health's nonprofit status allows us to invest in programs and services that help North Texans live healthier lives — a commitment we see as a natural extension of our Mission. In 2025, we directed more than \$41 million in community benefit to:

- Identify the region's most urgent health needs through data, research and stakeholder input.
- Design and deliver targeted interventions with input from public health experts, data analysts and community health workers.
- Equip local organizations to help manage non-medical drivers of health, such as transportation, nutrition and stable housing.
- Complete other community-building activities that improve quality of life.

The Texas Health Resources Foundation also received donations or grants totaling \$3.9 million to strengthen community health. The following pages highlight how these investments are improving lives.

## Texas Health Community Impact: Five Years of Progress



# \$18.2M

### Invested

In data-driven,  
community-led solutions



# 49

### Program Grants Awarded

Reaching nearly  
90,000 lives



# 550

### Community Organizations Aligned

Cultivating relationships  
to improve health



# 9

### Systems-Level Grants Awarded

Serving 41 school district  
and 65 organizations

## Removing Obstacles to Good Health

Healthier communities grow when we work together and design support that make it easier for everyone to live well. [Texas Health Community Impact](#) promotes healthier communities through grantmaking and strategic collaborations.

By working closely with grantees, we help turn promising ideas into sustainable solutions. In 2025, we invested another \$5 million in 19 North Texas organizations, supporting programs that improve the daily lives of their neighbors.

These annual investments build on a broader trajectory of progress. Detailed outcomes and stories from the first five years of grantmaking are available in the [Promoting Healthier Futures](#) report.



## Offering Neighborhood-Based Solutions

People living in Fort Worth and Arlington continue to face high rates of diabetes and hypertension, challenges compounded by the inability to access clinical guidance and healthy food. For many families, managing these conditions requires support close to home. Texas Health Community Impact helps grantees deliver support where it is most needed.

For example:

- **Wellness on Wheels delivers health screenings and fresh food to residents.**
- **Health + Healing Hubs train residents and congregants as community health workers, so they can help their neighbors manage chronic conditions and stress.**
- **MATRIX connects primary and specialty providers and offers virtual tools that help high-risk patients navigate the health system.**

These investments are strengthening prevention and coordination across Tarrant County.



## Connecting People to Essential Resources



People facing complex health and social challenges often struggle to manage their long-term well-being. Our Continuum of Care program bridges the gap between sickness and health by empowering individuals to manage their own health and well-being through resources, education and ongoing support.

Community health workers, recruited from the neighborhoods they serve, made 4,078 referrals during the year (a 42% increase from 2024) and enrolled 1,341 patients, 42% of whom were uninsured. This coordination helped individuals reduce inpatient hospitalizations by 74% and emergency department visits by 31%.

## Improving Health Where People Live



The absence of medical services, trusted guidance or trauma-informed expertise leads to delayed diagnoses and leaves North Texans without the support they deserve. Texas Health is working to eliminate these challenges through:

### Bringing Support Directly to Neighborhoods

The [Wellness for Life™ Mobile Health Program](#) delivers care where it is needed to create healthier futures through trusted community solutions. It offers mammograms, cervical and colon cancer screenings and well-woman and well-man exams in vulnerable communities via specially equipped mobile health units. Clinicians conduct blood tests for diabetes, high blood pressure and cholesterol and provide cancer prevention education, navigation and follow-up for abnormal results.

In 2025, we expanded eligibility to 250% of the federal poverty level so more working families could detect and address health issues sooner.

### Equipping Faith Communities to Offer Support

Since communities of faith are deeply respected, people often turn to clergy, Faith Community Nurses (FCNs) and Health Promoters (HPs) for guidance. These leaders walk alongside congregations, giving individuals the tools and encouragement they need to live healthier lives.

Texas Health strengthens this work through:

- The Community Health Ministry [website](#), which connects faith leaders to health resources, peer support and ongoing assistance so they can better respond to the needs of their congregations.
- [Faith Community Nursing](#), which equips communities of faith to provide care through health-related ministries.
- Faith Community Health Promoters, who help design and implement health programs that meet the needs of both the congregation and the surrounding community.

We also host an annual Faith Summit that brings together faith leadership across North Texas. In 2025, participants exchanged ideas on how to best support congregants, improve mental health and expand neighborhood resources.

## Wellness for Life™ Snapshot

<b>2,912</b>	mammograms (25 biopsies/3 cancers)
<b>1,168</b>	cardio/bloodwork procedures performed
<b>761</b>	prostate screenings (72 abnormal/4 cancers)
<b>738</b>	real-time screenings at 11 health fairs
<b>309</b>	site visits spanning 9,300+ miles
<b>270</b>	well-woman exams
<b>153</b>	colorectal kits distributed



## Health Ministry Highlights

**118,845+**

individuals connected  
to preventive care & other services,  
saving \$5M+ in medical costs

**24,192** hours served by FCNs  
and HPs

**4,540** flu vaccines delivered  
at 103 clinics

**342** participants completed  
CPR training

**300** leaders attended the  
Faith Summit

**119** participating faith  
organizations



### Providing Trauma-Informed Care



Texas Health equips certified forensic nurses to walk alongside sexual assault survivors, offering steady support, documenting injuries, collecting evidence and standing ready to testify in court. For many, it's the first time they feel heard, validated and no longer alone.

In 2025, Texas Health broadened this support to include victims of domestic and dating violence, giving more people in crisis expert help the moment they need it. Through the expanded [Forensic Healthcare and Violence Intervention program](#), nurses conduct danger assessments, develop safety plans and connect survivors with critical resources that help them reclaim safety, dignity and a path forward.

This work promotes healing beyond the bedside, bridging the gap between the hospital and the community so survivors are supported at every step of their journey.

### Offering Compassionate Support



## 743

sexual assault survivors received healing support, including 38 children and 98 teens



## 204

victims of interpersonal violence were treated



## 1,266

people participated in 40 prevention trainings

## Enhancing Student Health and Well-Being

Helping children and young adults make healthy choices early sets the foundation for lifelong well-being. We work alongside educators, students and families to support physical, social, academic and nutritional health by:



### Addressing Emotional and Basic Needs

Through [THRIVE](#) (Together Harnessing Resources to Give Individuals Voice and Empowerment), middle and high school students in underserved areas receive resiliency training, counseling, clothing assistance and housing resources. Seven schools also operate student-run grocery stores, helping students build workforce-readiness skills and gather nutritious food and essentials at no cost.

### Instilling Healthy Habits

School gardens nurture lifelong wellness and hands-on learning. Research shows they encourage students to eat more fruits and vegetables, boost mood, reduce obesity rates and enhance academic performance.

We built or enhanced 10 [school learning gardens](#) across five North Texas districts, bringing the total supported to 60. Ongoing support comes from a paid gardening consultant and the Pathways Learning Garden & Outdoor Activity Guide, which Texas Health developed to support the curriculum.

### Closing the Literacy Gap

A national reading literacy study shows that 61% of low-income families lack books at home, making the availability of reading materials more critical than ever. We collaborate with Scholastic Book Fairs, school districts, libraries and funders to distribute free, engaging books to children in need. In 2025, we distributed 21,000 free books, reaching 13,000 students at 27 book fairs.

### Facilitating Student and School-Led Wellness

Healthier students perform better academically, attend school more consistently and are more socially connected.

To support this, we:

- Awarded annual Wellness Innovation Grants that empower students to design projects promoting physical, mental and social well-being. We gave six schools [\\$25,000 in grants](#) to implement creative programs in 2025.
- Formed a School Wellness Network to create healthier learning environments through proven wellness programs, resources and stronger family and neighborhood engagement. The 77 participating schools receive professional development, an invitation to an annual Student Summit and opportunities to apply for grants and after-school program funding, benefiting an estimated 37,000 students and staff.

### Encouraging Active Play

Many school playgrounds fall into disrepair due to limited funding, reducing opportunities for physical activity and social connection. Recess Refresh mobilizes volunteers to revitalize aging playgrounds. At five schools, they added colorful games and play zones that make recess fun again.

## Enriching Students' Lives

THRIVE supported an additional 7,000 students during the 2024-25 school year by joining forces with [Lancaster Independent School District](#) and Southwest High School. Resiliency training reached 5,725 students, a 3.7x increase over the previous school year, while counseling completion doubled and disciplinary referrals dropped by 15%.



## Putting Grants to Work

Manual Jara Elementary School students designed a mile-long Community Stay-Fit Walkathon with exercise stations every 100 feet. Grant funds are being used to provide outdoor fitness equipment, water bottles and t-shirts for students.

## Driving Community Health Forward



### Stretching Food Benefits

We provided \$658,701 in DUFBI incentives and secured \$1.6M in funding to expand the program to 18 new sites.

For people like Sandra Murray, SNAP benefits stretched twice as far, letting her take home more fresh fruits and vegetables each week.



### Increasing Nutrition Security

Texas has the highest rate of food insecurity in the nation and the Dallas–Fort Worth metro area ranks third among U.S. metro areas for the number of people experiencing hunger. Since nutrition security is a core driver of health, Texas Health is building a resilient food system that supports well-being, prevents chronic disease and provides essential nutritional support during medical care. Our work focuses on:

#### Making Healthy Eating Easier

To help families build healthier eating habits, we bring fresh, nutritious food directly into neighborhoods and schools through two key programs:

- **Good For You Healthy Hubs:** These market-style environments allow families to choose free fresh produce and healthy staples while receiving practical tips for nutritious eating. Located in schools and community centers, each of the 22 hubs serves approximately 70–100 families. They served 561,887 pounds of produce to 146,000+ people this year.
- **THRIVE School-Run Grocery Stores:** Seven North Texas schools operate student-run grocery stores that provide students and their families with reliable food and everyday essentials. In the 2024–25 school year, THRIVE stores doubled their impact, distributing 34,000 pounds of food and reducing food insecurity by 5.5%.

#### Redirecting Surplus and Reducing Waste

The Culled Produce Recovery Program captures edible excess produce before it's discarded. Grocery stores delivered 212,459 pounds to Good For You hubs and schools, and any remaining scraps were composted at four urban farms to enrich local soil.

#### Doubling Purchasing Power

Texas Health helps low-income individuals stretch their food dollars through the Double Up Food Bucks (DUFBI) program, which doubles Supplemental Nutrition Assistance Program benefits for fresh fruits and vegetables. We also support small retailers by covering fees and offering technical and operational guidance to keep programs running smoothly.

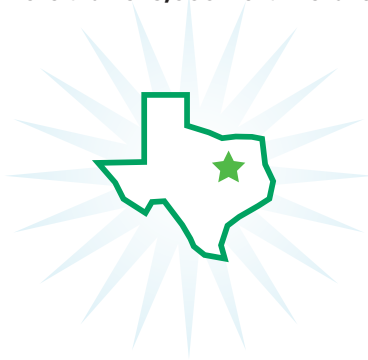
#### Fortifying Local Food Systems

A resilient food system depends on strong local growers. We awarded nearly \$124,000 in microgrants and invested \$40,881 in urban farms and gardens.

Through Farms to Families, we also purchase surplus produce at fair prices and deliver it to Good for You hubs.



Since 2020, Texas Health has assembled networks of support that have delivered more than **2.6 million pounds of produce** to more than **513,000 North Texans**.



## Getting to the Root of Nutrition Insecurity

Texas Health and Gallup conducted a first-of-its-kind nutrition security study across Tarrant, Dallas and Collin counties, which found food availability alone does not solve nutrition insecurity. Respondents emphasized the need for higher-quality grocery stores, fresher produce, greater awareness of existing local food programs and more convenient hours and locations.

Published in *BMJ Public Health*, a respected international peer-reviewed journal, the study is shaping Texas Health's long-term strategy to improve nutrition security across North Texas.

## Supporting North Texas Through Collaboration and Service

We engage stakeholders, business leaders, nonprofits and industry groups to keep us informed about trends shaping health and care delivery. We also support nearly 100 organizations across our 16-county region through memberships, cash, in-kind donations and sponsorships, providing more than \$3.9 million in community benefit in 2025.



### Employee Volunteerism

Through Texas Health's [Community Time Off](#) (CTO) program, every Texas Health employee receives one paid day each year to serve local nonprofits. From health screenings to neighborhood revitalization and food distribution, our teams make a meaningful impact. In 2025, they contributed 14,029 hours across 730 projects, generating \$700,000 in value.

# Raising the Standard of Care



Texas Health is committed to delivering care that people can truly rely on and that is shaped around what matters to them. Whether we're enhancing clinical outcomes to top-tier performance or improving everyday experiences, we focus on supporting each person through every step of the health journey.

## Delivering Care People Trust

When care is safe, consistent and well-coordinated, patients face fewer complications, recover faster and feel more confident in their care team. To support this, we hardwire proven clinical practices into everyday work to help deliver reliable, excellent care every time.

Our infection-prevention efforts reflect this approach, protecting patients through advanced technology, clear guidance and ongoing staff training. Transparent dashboards keep performance visible and help drive continuous improvement. Texas Health ranked in the top 25% of hospitals nationwide for low rates of bloodstream and urinary tract infections in 2025, protecting patients from avoidable harm.

This coordinated approach also helps patients move through the care system without unnecessary delays. Over the past two years, our hospitals helped patients avoid more than 37,000 unnecessary hospital days, lowering their risk of infection, expediting recovery and reducing medical costs.

## Quality Highlights



### Mortality\*

- Top 10% nationally (12 hospitals)
- Top 25% nationally (5 hospitals)

### Readmissions\*

- Top 10% nationally (6 hospitals)

### CMS Star ratings\*\*

- Highest 5-star rating (3 hospitals)
- 4-star rating (7 hospitals)

### Premier 100 Top Hospitals® 2025

- 2 hospitals

### U.S. News & World Report 2025-2026 Best Hospitals in Dallas-Fort Worth

- High-performing (11 hospitals)
- Top 10 (4 hospitals)

\* Based on Premier national benchmarking data. System includes 14 acute-care hospitals.

\*\* The Centers for Medicare & Medicaid Services uses Star Ratings to evaluate hospitals on outcomes, safety and patient experience.



## Innovation That Supports Better Outcomes

We use technology and artificial intelligence to make services more effective, reliable and efficient. New tools are carefully evaluated, tested and scaled to deliver measurable value to the consumers we serve.

Our AI program is built on clear policies and ethical standards, supported by Board oversight to safeguard patient trust and operational reliability. We manage risks related to data privacy, security and bias, and we integrate tools responsibly into clinical and business workflows. In 2025, we introduced tools that:

- Produce a ready-to-review summary of a patient's hospital stay, giving care providers faster insight during discharges, transfers and other transitions so they can focus on the person in front of them.
- Streamline operating room scheduling to reduce delays and unused time. This helps patients receive procedures sooner and eases administrative demands on clinical teams, improving outcomes and reducing costs.
- Assist in creating end-of-shift notes automatically that reflect the work completed and the patient's progress. This results in more accurate, consistent records for the whole team.
- Offer a real-time, unified view of key chart details so teams can quickly understand a patient's condition during shift handoffs and other transitions.



## Advancing Care Models to Optimize Outcomes

As part of its long-term strategy to integrate virtual clinical expertise into service delivery, Texas Health established innovation units at two hospitals in 2025. These units test new technologies and process improvements in real-world settings, helping identify what works for clinicians and patients, reduce risk and accelerate adoption.

One early focus is a virtual nursing model that connects bedside nurses with nurses in a medical command center via in-room cameras. Virtual nurses support patients and families in real time — gathering history, providing education and answering questions — while also assisting with documentation and onboarding new nurses. This approach allows bedside teams to focus more on patients. Texas Health is evaluating the model's impact on workflow, patient experience and caregiver well-being.

The system also implemented a systemwide Enhanced Recovery After Surgery program to help patients recover faster after major procedures. This evidence-based model standardizes best practices from preadmission through discharge, enabling fewer complications, shorter hospital stays and improved pain control.



## Cultivating a Culture of Safety

Texas Health has a systemwide goal of zero preventable harm and uses a coordinated set of practices to maintain a safe environment, including:

- Using error-prevention tools to confirm patient identity, assess fall risks, monitor medications and track vital signs so issues are caught early.
- Reporting unsafe behaviors and near-misses to enable quick action; when incidents occur, we analyze root causes and share lessons learned to strengthen processes.
- Training teams to prevent common errors, follow infection-control practices, handle patients safely and respond to emergencies effectively.
- Rounding with leaders to observe work in action and reinforce vital safety behaviors.
- Keeping safety visible through daily briefings, shift-change huddles, weekly safety meetings and support from Reliability Coaches.
- Identifying experiences that may cause patients to feel dismissed, disrespected or unsafe and taking steps to strengthen psychological safety.

We strengthened our safety culture this year by expanding peer coaching, giving leaders a clearer view of trends and responding faster to emerging risks. By aligning with new federal patient-safety requirements, we also enhanced leadership oversight and drove measurable improvements.



### Safety Impact

These results show a stronger safety culture where employees speak up, teams learn from events and coaching reinforces safe practices.

- **More employees spoke up about risks, leading to a 12% drop in serious safety events (SSEs)**
- **Safety reporting was 8.7% above national benchmarks and teams communicated about errors 7.6% more often**
- **630+ coaches reinforced safety practices through 7,500+ peer interactions**

### Recognition

- **Texas Health earned Press Ganey's SSER® Reduction Award for achieving a systemwide 50%+ reduction in SSEs since 2021**
- **Five hospitals received its Zero Harm Award for operating a year without SSEs**

## Maximizing Tools to Reduce Falls



At Texas Health Presbyterian Hospital Dallas, identifying fall risks earlier in a patient's stay helped the rehabilitation unit reduce falls by 50% in one year. Many rehab patients are recovering from illness, surgery or brain injuries, making them especially vulnerable. Clinicians responded by using existing tools more proactively, including virtual patient companions, chair alarms and cognitive risk checks — helping prevent falls before they occur.

The effort also facilitated teams' learning from each incident. Caregivers now consult with safety officers to review falls, share insights and apply simple, high-impact improvements, such as adding non-slip material to sliding boards and installing chair alarms in every room. Together, these changes are creating a safer environment when it matters most.



## Putting Care Within Reach

North Texas is growing at an unprecedented pace, where more than 8.5 million residents now live. To keep up with rising demand for healthcare, we are expanding hospitals, clinics and virtual services, and we plan to double capital investments over the next five years to further increase capacity.

In 2025, construction of new hospitals and facilities in Willow Park, McKinney and Forney, along with major tower expansions in Plano and southwest Fort Worth, will increase capacity in these fast-growing communities. We also added three new Breeze Urgent Care clinics to provide convenient, same-day support. The Texas Health Resources Foundation received \$20.3M to accelerate this growth.

### Convenient Front Doors to Services

Texas Health [Breeze Urgent Care](#) offers quick, affordable walk-in and virtual visits for minor illnesses and injuries. In some neighborhoods, it is the most accessible point of support and often serves as a gateway to primary and specialty services within the Texas Health system.

Since opening, 32 Breeze clinics have served more than 1 million people. It became the first urgent care network in Texas to earn an Autism-Friendly designation for its welcoming, accommodating environment.

### Specialty Expertise Without the Travel

In many rural and small communities, people live with higher rates of chronic illness and shorter life expectancy simply because the services and expertise they need are far away. Texas Health's telehealth specialty program is now bringing neurologists and intensivists to the bedside within minutes, reducing the need for costly transfers and accelerating treatment decisions. Cardiologists, infectious disease specialists and others are being added as the program grows.

### Virtual Treatment That Fits People's Lives

Telehealth connects people to the help they need quickly, helping them stay on track with treatment plans, avoid complications and reduce wait times. Consumers can meet with medical providers and receive behavioral health therapy and medication management from their phones or computers.

### Extending Outreach Across North Texas

Through Texas Health Community Hope, our system collaborates with faith communities, schools and local organizations to bring health services and resources directly into underserved neighborhoods.

**Our faith-based nonprofit health system** Updated Dec. 2025  
cares for more patients than any other provider

**~29,600** EMPLOYEES\* | **415+** Points of Access | **Home to 8.5M** North Texas



**HOSPITALS**  
**29\*\*** Hospitals  
**4,411** Licensed Hospital Beds

• ~1.37M Unique Patients Cared For\*\*\*  
• Acute Care, Short Stay, Rehabilitation & Transitional Care Facilities  
• 6,550+ physicians with Medical Staff Privileges

**PHYSICIANS GROUP**  
**465+** Primary Care Providers  
**530+** Specialists in 108 Locations  
**365+** Hospitalist and Post-Acute Providers

**OUTPATIENT & COMMUNITY ACCESS**  
**32** Breeze Urgent Care Centers and Growing  
**37** Surgery Centers

• 30 Imaging Centers  
• Employer Clinics  
• Home Health Care  
• Hospice Care  
• Quick Care  
• Video Visits  
• Primary Care  
• Video Visits

**FINANCIALS** as of December 31, 2025  
**\$7.3B** Operating Revenue  
**\$16.0B** Total Assets  
**\$570M** Invested in Facility Upgrades & Expansion

\* Includes PRN for medical employees  
\*\* Includes joint ventures  
\*\*\* Includes hospital operators and Texas Health Physicians Group for calendar year 2025

### Breeze Highlights

- **316,000** patients served and three new clinics opened
- **9,968** video consults completed
- Treatment delivered **42%** faster than industry averages
- Ranked in the top **10%** nationally for consumer loyalty



### Offering Navigation Assistance

We offer text updates, online scheduling and cost-estimation tools help consumers find, schedule and manage care.

Platforms like **TexasHealth.org**, **Texas Health Connect**, and **MyChart** bring it together, making it easy to schedule appointments, view records, refill prescriptions and manage bills, with timely updates that keep patients and families informed.



## Connecting Neighbors to the Support they Need

Our first [Community Resource Center](#) opened at Texas Health Presbyterian Hospital Allen, providing a convenient option for under-resourced individuals in Collin County. More than 150,000 residents lack health insurance and nearly 22,000 are unemployed.



The center provides coordinated support in one location, including basic clinical services, chronic disease education, nutrition counseling, access to healthy food and connections to primary care providers and resources that address needs such as housing, utilities and transportation.

*"If it wasn't for this program, I would have either been back in the hospital again or I wouldn't be here right now," said one woman. "I've re-discovered how to cook things from scratch, and I'm more aware of what I'm putting into my body and how it's affecting me. These people saved my life."*

The center's proactive, locally driven model earned Texas Health *D CEO* magazine's 2025 Achievement in Community Outreach award.

## Increasing Pathways to Behavioral Health

Recognizing the significant need for behavioral health services in North Texas, [Texas Health Behavioral Health](#) provides comprehensive support for adolescents and adults across its network for support. In 2025, it refreshed a five-year strategic plan to:

- Shift to an outpatient-first model and expand specialized programs to improve timely, community-based support.
- Integrate behavioral health expertise systemwide for coordinated, whole-person treatment.
- Invest in workforce development to address clinician shortages.

New offerings include the Hazelden Betty Ford curriculum, a faith-based outpatient program and immersive virtual-reality therapy to safely practice relapse-prevention skills.

### Faster Support, Better Outcomes

- **27,906** virtual behavioral health visits completed
- **73%** reduced anxiety and **69%** reduced depression by the 8th visit

## Treating Addiction Using Virtual Reality

Patients at The Addiction Recovery Center in Mansfield are stepping into therapy that feels more like a video game than treatment. With a virtual-reality headset, they practice walking through parties, family gatherings and other real-world situations that once fueled their addiction — all while a therapist guides them through cravings and stress responses in real time.



Funded by the Texas Health Resources Foundation, the technology lets therapists customize scenarios down to specific triggers, even scents. When a patient's heart races or their palms sweat, the therapist helps them use grounding and coping skills they've learned.

For many, the experience is a turning point. Some realize they're not as ready to return home as they thought and choose to stay in treatment longer. Others, unsure about long-term sobriety, see how quickly a "safe" social situation can overwhelm them.

Used in both residential and outpatient programs, the VR tool is helping patients build confidence, strengthen coping strategies and rethink what lasting recovery truly requires.



### Providing Quality Treatment at Home

Texas Health is expanding how care reaches patients by bringing clinical expertise directly into residential settings. Through October 2025, Texas Health Care at Home provided hospital-level services to nearly 950 patients using virtual physician visits, in-home assessments and continuous monitoring to support safe recovery.

Until its closure, the virtual hospital program expanded to four hospitals, demonstrating strong patient interest and valuable operational learnings. Although the program concluded due to the expiration of federal Public Health Emergency waivers, it generated valuable insights that will guide future home-based treatment models and strengthen our ability to innovate in patient-centered care.

[Texas Health Physicians Group](#) also extends support beyond its clinics by remotely monitoring patients with chronic conditions from home. Now in its second year, the program has grown to 120 clinics and supported 9,045 patients.

Over nine months:

- **One-third of patients with diabetes achieved glucose readings below 154, meeting their goal.**
- **Medication adherence improved, with 7% more patients consistently taking evidence-based therapies that improve survival and reduce hospitalizations.**
- **The number of hypertension patients reaching a goal of less than 140/90 increased by 23%.**



### Providing Equal Access to Support



As a nonprofit health system, Texas Health provides free or discounted services to individuals who are uninsured, underinsured or facing financial hardship, helping them access lifesaving services. In 2025, we provided \$271.9 million in charity care for non-Medicare and non-Medicaid patients.

We also bridge the gap between the cost of caring for low-income patients and what Medicare, Medicaid and government-sponsored indigent programs reimburse. In 2025, we contributed \$774.4 million of our own resources so that patients could continue to receive care.

### Support Beyond the Bedside

We look beyond medical needs by screening inpatients for challenges like transportation, food availability, housing, employment and social support. We weave this into their discharge plans so they're connected to resources that strengthen recovery, reduce readmissions and ease financial strain.

## Reducing Disparities

Texas Health works to make healthcare accessible to everyone, no matter their language, insurance status or income. By identifying needs early and offering culturally aware, patient-centered support, we help improve outcomes across our system.

While these efforts benefit all consumers, certain populations face persistent gaps that require focused attention. One critical area is maternal health, where disparities can have lifelong consequences for mothers and infants.

### *Putting Mothers and Babies at the Center of Attention*

Maternal health disparities remain a serious challenge in North Texas, particularly for women of color who experience higher rates of preventable complications. The region also reports one of the highest infant-mortality rates in the nation, underscoring the need for coordinated, equitable care.

As one of the largest health systems in the region that averages more than 25,000 deliveries annually, Texas Health is taking steps to improve outcomes for mothers and babies by:



### Reducing Unnecessary C-Sections

Avoiding unnecessary first-time cesarean births improves safety for mothers and reduces complications in future pregnancies. To support this goal across all hospitals that provide obstetrical services, Texas Health has standardized evidence-based labor practices, strengthened teams' assessment of labor progress and deepened nurse training to promote safe vaginal births. These efforts have reduced first-time C-section rates by nearly 25% over the past four years.

### Making Childbirth Safer

Texas Health is a key participant in the [North Texas Maternal Health Accelerator](#), a regional initiative aiming to reduce severe obstetric complications, such as hemorrhage, preeclampsia and sepsis, by 20% within three years. Through shared data, aligned protocols and stronger coordination, we are working to prevent avoidable harm.

As part of this program, we are hiring community health workers to connect families to essential services, providing free prenatal iron supplements, standardizing emergency protocols and refining coding to identify and mitigate risks. We also participate in Texas AIM, a statewide initiative that uses evidence-based safety bundles to prevent severe complications.

### Reducing Preventable Infant Deaths

Through the Texas LASSO Collaborative, Texas Health is helping expand lactation support and promote safe sleep practices — two proven strategies for reducing preventable infant deaths.

### Helping Mothers Feel Heard and Supported

Six Texas Health hospitals are implementing TeamBirth, a person-centered model that keeps mothers informed, heard and included throughout labor and delivery. Clinical team huddles, clear explanations of risks and options and shared decision-making create a better birth experience.

### Bringing Support Directly to Communities

To improve maternal health across North Texas, Faith Community Nursing created a maternal health toolkit in 2025 for faith communities to use to help reduce preventable pregnancy-related complications among their members. Congregations used the toolkit at 68 events, providing families with practical resources.

In 2026, the Beginnings & Beyond – Mobile Maternal Health program will bring no-cost prenatal and postpartum services directly into underserved neighborhoods. Through our Continuum of Care program, community health workers will also help families receive resources that support healthy pregnancies and strong starts.

## Connecting Patients to Needed Support

Integrated, whole-person services help people feel safer and more supported by bringing together their medical, emotional and everyday needs into a single coordinated plan. In 2025, Texas Health advanced this approach by:

### *Helping Patients Recover Safely at Home*

Our Readmission Avoidance Program pairs high-risk patients with outpatient care managers who check in weekly for 30 days to monitor medication adherence, rehabilitation and follow-up. Insights from the program's first year in 2024 showed that coronary artery bypass patients benefited from earlier post-surgical visits. After scheduling these visits sooner in 2025, nearly 80% of the almost 2,600 enrolled patients avoided readmission.

### *Enabling Informed End-of-Life Decisions*

We help people with complex, chronic conditions navigate difficult decisions, especially during high-risk hospital stays or near the end of life. We added board-certified chaplains to daily rounding and trained chaplains and hospitalists to lead compassionate, values-based conversations about future interventions.

Across our service area, Faith Community Nursing teams also hosted free advance care planning classes for 827 participants, leading to clearer documentation of end-of-life wishes.



### *Connecting People to the Nutrition Support They Need*

Virtual nutrition services make it easier for patients to connect with registered dietitians to help manage chronic conditions and improve their health. For patients newly diagnosed with diabetes, this support can be especially important during the transition to managing a new condition. During the year, 61% of patients with diabetes improved their blood sugar levels and nearly half lowered them by more than two points.

## Designing a Better Care Experience

Every interaction with Texas Health is a chance to build trust, ease worry and support long term health. We care for people not only through treatment but also through respect, compassion and clear guidance that help them make decisions that feel right for their health and their lives.

To deliver this experience consistently, we focus on strategies that strengthen communication, connection and understanding:

- Promote respectful, person-centered communication through training, tools and the Words Matter program.
- Strengthen empathy and connection by helping employees adapt communication styles and honor individual needs.
- Engage intentionally at the bedside through Purposeful Presence so people feel heard, supported and informed.
- Provide trauma sensitive care that prioritizes emotional and physical safety.
- Improve understanding across languages with robust interpreter services and clear language practices.
- Make information easier to follow by tailoring instructions, using visuals and confirming understanding.
- Support self care and recovery with guidance and resources for managing conditions and making healthy choices.

In 2025, we expanded Purposeful Presence rounding to help teams better anticipate patient needs, improve communication and make each encounter more supportive.

We also connected patients with resources that help them heal and stay on track, and formalized Patient and Family Advisory Councils to co-design improvements in safety and experience across settings.



## Raising the Bar for Patient Experience

Patient feedback helps us personalize and improve support. In 2025:

- **12 hospitals ranked in the top 25% nationwide for consumer loyalty and high-volume sites reached the top 10%.**
- **Texas Health Harris Methodist Southwest Fort Worth and Texas Health Presbyterian Kaufman earned the Press Ganey Human Experience Guardian of Excellence Award®, placing them in the top 5% of providers nationwide.**



# Caring for Our People



Texas Health has built a nationally recognized culture that makes us a top employer in North Texas, one where people feel supported and able to do their life's best work. We strive to create an environment that helps every employee reach their full potential in service of our Mission.

We know that when our people thrive, so do our patients. At the center of our culture is **Our Texas Health Promise: Individuals Caring For Individuals, Together**— a principle that guides our leadership, informs our choices and shapes how we support one another and our communities. We maintain an exceptional workplace by:

## Enhancing a Culture of Well-Being

Supporting our people's overall health and mental resilience helps them stay strong, avoid burnout and provide the compassionate support our consumers count on.

Through our Be Healthy wellness program and Employee Assistance Program (EAP), employees and their families can access free, confidential support for emotional, physical and practical needs. We expanded these resources in 2025 by introducing Transform Diabetes Care, which offers free testing supplies and personalized guidance, and by adding discounted gym memberships to make healthy habits more accessible.

We also view mental health as a cornerstone of a healthy, enduring workforce. Texas Health offers eight free counseling sessions, Mental Health First Aid training, digital stress-management tools, burnout-prevention training and monthly Self-Care Check-Ins. Participation continues to grow, reflecting greater trust, reduced stigma and a culture where asking for help is encouraged and supported. To further support employees, we delivered 30 burnout-prevention training sessions and offered additional emotional support through weekend briefings, webinars and additional counseling.

## Culture of Excellence

### 10-Time Honoree

Best Employers for Excellence in Health & Well-Being (Business Group on Health)

### 4-Time Platinum Status

Well-Being Works Better™ Scorecard (American Hospital Association)

## Well-Being at Work

**89%**

reported greater effectiveness in their role at work

**84%**

built lasting positive habits

**15,100+**

preventive screenings and wellness exams conducted

## Emotional Support

**3,800+**

counseling sessions

**7,000+**

Self-Care Check-In participants

**7,200+**

users of digital resilience tools

**98%**

satisfaction with EAP services

## Protecting Our People

### Reducing Workplace Hazards

We assess and manage safety risks through a comprehensive, systemwide approach. Employees can report hazards and events through an incident reporting system, while threat management teams, safety committees, audits and routine briefings help identify risks, monitor trends and drive improvements. We also conduct risk assessments with our workers' compensation provider to strengthen practices such as ergonomics and industrial hygiene.

We also maintain rigorous policies and a health and safety management system aligned with The Joint Commission and other regulatory standards to identify hazards, investigate incidents and track corrective actions through to completion.

### Preventing Workplace Violence

With physical and verbal threats occurring every 4.7 hours across our system, preventing violence remains a top priority. We protect our teams by identifying risks early, strengthening the safety of our spaces and giving employees the tools and training to respond with confidence.

Insights from risk reviews and incident data help direct improvements, such as better lighting, controlled entry points and advanced monitoring and weapons-detection systems. Drills, de-escalation training and clear reporting processes help employees recognize and respond to situations effectively. When incidents occur, our teams can receive immediate and ongoing assistance, including counseling, chaplain services and Critical Incident Stress Management.

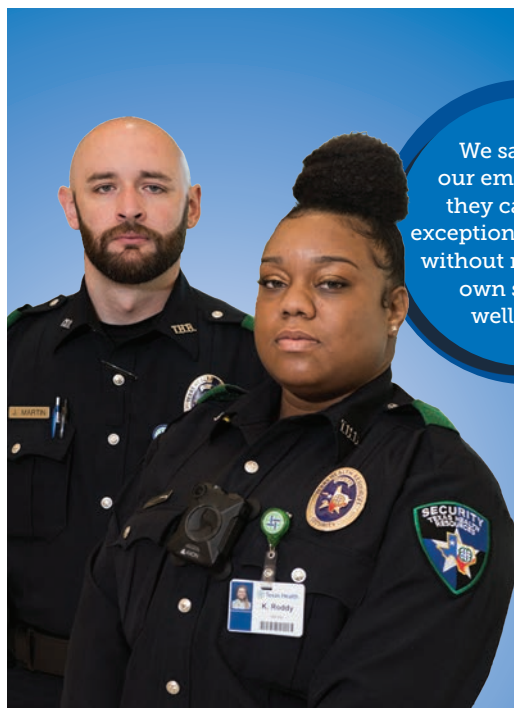
### Enhancing Security

- Trained 12,000+ employees in Crisis Prevention Intervention
- Improved incident reporting and review to expedite responses, spot patterns and strengthen safeguards
- Piloted alerts to accelerate coordinated responses during behavioral health emergencies
- Offered additional peer support for clinicians affected by traumatic events

### Sustained Injury Reduction

**4%** fewer injuries resulting in lost work time, keeping teams safer on the job

**2%** reduction in recordable incidents and overall injury severity



We safeguard our employees so they can deliver exceptional healthcare without risking their own safety or well-being.

### Stronger Coordination, Safer Spaces

Keeping people safe is at the heart of every decision Texas Health makes, from investing in security expertise to building strong alliances with local law enforcement.

When authorities alerted us to a credible threat involving one of our facilities, that preparation was put into action. Information was immediately shared across teams, enabling a rapid, coordinated response. Within minutes, our police, security and intelligence teams worked side by side with law enforcement to assess the situation and locate the individual before anyone was harmed.

For the patients, families and employees who rely on us, moments like this define what safety truly means. It's not just about being prepared. It's about acting quickly, working together and protecting people when it matters most.

## Growing the Next Generation of Health Professionals

A portion of our community benefit dollars strengthens community health by supporting hands-on learning and professional development. We provided \$35.6 million to educate 9,068 medical and nursing students and other health professionals in 2025.



### Development at a Glance

**11,500**

student rotations completed

**60**

new medical residents welcomed

**1,400+**

nursing student clinical hours worked

**1,300+**

management trainees supported

**452+**

mentors coached colleagues

**\$6.4M**

in tuition reimbursed for 2,253 employees

### Pipeline Programs

Certified Medical Assistant, Patient Care Technicians, Radiology Technicians, Pharmacy Technicians and more



## Growing and Sustaining Our Workforce

At a time when clinician shortages and competitive labor markets challenge healthcare organizations nationwide, recruiting and retaining skilled employees is critical to caring for the communities we serve.

We attract top talent from schools, universities, the military, regional organizations and hiring events to meet both current and future staffing needs. Guided by our Values — Compassion, Respect, Integrity and Excellence — we approach hiring with intention. Leaders are trained in behavior-based interviewing to identify the best candidates and support their long-term success.

Retention begins on day one. Programs like Onboarding Navigator and our clinical mentors provide hands-on guidance during new hires' first year. We help employees build long, sustainable careers with competitive pay and benefits, professional development, flexible time off, wellness resources, recognition and financial support.

In 2025, we equipped leaders with practical retention tools and resources to better support their teams and increased flexible scheduling and remote-work options, helping us keep valuable employees.

## Recognized as a Great Place to Work

### Awards & Honors

- No. 1 — *Fortune* Best Workplaces in Health Care™ (11<sup>th</sup> consecutive recognition)
- *Newsweek* — America's Greatest Workplaces
- *PEOPLE*® Companies That Care® (only Texas healthcare system recognized)



### Recruiting Top Talent

- 9,854 positions filled
- 60 medical residents, 302 graduate nurses and 134 trainees welcomed

### Retaining Experienced Teams

- 87.8% retention rate
- 29% have 10+ years of tenure

## Creating Pathways for Advancement

Building skilled teams helps us deliver reputable services today and develop the next generation of health professionals for tomorrow. We support professional growth through clear career pathways, hands-on training and development opportunities that deepen expertise and accelerate advancement.

We offer structured onboarding, Graduate Medical Education, earn-as-you-learn apprenticeships, accredited clinical training, continuing education, leadership development and skill-building programs — supported in 2025 by a \$293,500 U.S. Economic Development Administration grant. Combined with tuition assistance and mentoring, these programs help employees broaden their capabilities.

This year, Texas Health strengthened leadership development across the system by offering coaching, mentorship and innovation-focused training. Thousands of students also gained hands-on experience across various settings, strengthening the workforce pipeline.



### Inspiring Tomorrow's Caregivers

Texas Health Resources University piloted a Next Step Youth Outreach Initiative to expand awareness of healthcare careers among middle and high school students in three nearby school districts.

Through virtual broadcasts and interactive Q&A sessions, students connect with clinical and nonclinical team members, gaining exposure to diverse roles and pathways. The program expands opportunity in underserved communities and strengthens the pipeline of future clinicians.

### RISE: Growing Effective Leaders

Texas Health's RISE program helps employees broaden their perspectives and strengthen leadership capabilities. The program emphasizes that leadership shows up in how individuals connect with others, build trust and contribute to a culture of excellence.

Nearly 200 employees have completed RISE, building skills in emotional intelligence, strategic thinking, empathy and resilience. Graduates put these skills into practice by mentoring colleagues, fostering collaboration and leading initiatives that strengthen team performance across our system and North Texas. Participants gave the program a perfect satisfaction score this year, reinforcing its impact on leadership development and workplace culture.

## Strengthening Workforce Connections

An engaged workforce is the foundation of providing healthcare that consumers trust. Their ideas, insights and daily interactions shape the patient experience, strengthen teamwork and drive continuous improvement. In 2025, we strengthened engagement by:

- Expanding Culture & Connection Teams by 24% to 568 members, who help strengthen belonging, team-building and workplace relationships.
- Creating a more welcoming start for new hires and helping new clinical leaders build early connections that support long-term retention.
- Introducing new technology to simplify daily work, improve shift changes and timecard accuracy, while implementing a workforce management platform that provides more seamless workforce support.

## Enhancing Total Rewards

Texas Health's compensation and benefits programs are designed to reward performance, promote fairness and support whole-person well-being. In 2025, we strengthened both by:

- Providing market-based salary adjustments, merit increases and financial incentives.
- Maintaining 2024 medical premium costs and reducing copays.
- Increasing paid parental leave from three to six weeks.
- Expanding eligibility to receive advance tuition payments to reduce upfront educational costs, increasing participation by 11% and enabling 500 employees to use the benefit for the first time.
- Offering additional caregiving services to support our people at every life stage.



### Fostering Pride and Purpose

Texas Health ranked in the top 10% nationally for engagement, reflecting employees' strong pride in their work, sense of purpose and commitment to our Mission.



### When Life Gets Hard, Support Shows Up

Meaningful benefits and supportive programs are part of what make Texas Health a great place to work.



When employee Tad Miller and his wife, Suzanne, learned that their unborn child had Down syndrome and congenital heart defects, the couple planned his delivery at Texas Health Harris Methodist Hospital Fort Worth to receive specialized care. The baby arrived nine weeks early and began a challenging journey that included two open-heart surgeries and 220 days in the neonatal and cardiac intensive care units.

Throughout this difficult time, the Millers relied on Texas Health's supportive programs. They were connected to the NICU Helping Hands group, which provides guidance for first-time parents and families of medically dependent children and contacted the EAP for resources to cope and heal. Tad was moved to a workspace near the hospital to be close to his wife and son.

For the Millers, those months revealed the true strength of Texas Health's benefits: compassionate people, meaningful resources and a culture that supports families at their hardest times.

# Governance and Business Practices

Strong governance and responsible business practices guide how we operate, allowing our decisions and actions to protect consumers and health professionals, advance our Mission and preserve trust.

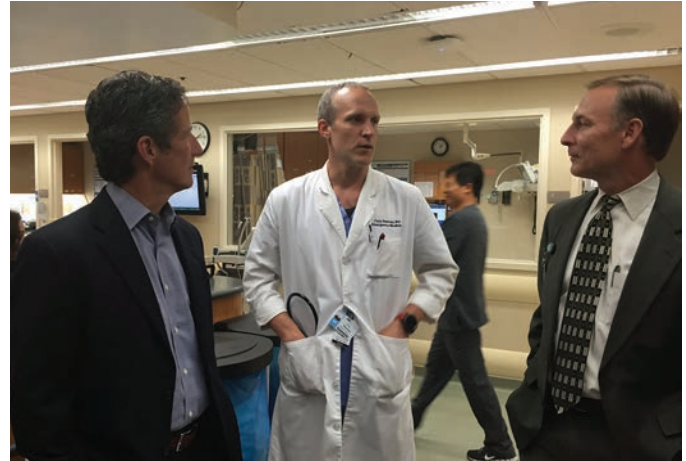
## Advancing Organizational Strategy

Texas Health's Board of Trustees voluntarily contributes its time and expertise to lead the system. Board members set organizational goals, establish strategic policies and oversee performance and accountability. Serving three-year terms, members include independent healthcare, business and civic leaders with the diverse competencies needed to steward the organization.

Our executive management and leadership team shapes operational strategy, monitors performance and advances long-term financial and organizational sustainability.

## Upholding Ethical Standards

Texas Health is committed to responsible business practices and expects all personnel to act ethically, comply with laws and regulations and uphold our Code of Business Ethics. Our Ethics, Compliance and Privacy Program provides systemwide guidance, oversight and resources to navigate complex situations and make informed decisions. We offer a 24/7 external ethics and compliance helpline and web portal, providing confidential, anonymous ways to ask questions or report concerns.



## Advocating for a Healthier North Texas

Texas Health operates in a dynamic environment marked by rising costs, workforce shortages and complex policy demands. These pressures shape provider availability and capacity, influencing how medical treatment is delivered to North Texas's growing and aging population.

As the largest faith-based, nonprofit health system in North Texas, we champion patient-centered, evidence-based public health solutions that strengthen our ability to fulfill our Mission. We shape policy by sharing clinical expertise, data and on-the-ground insights and by working with policymakers at every level to advance legislation aligned with our priorities.

## Delivering Services Without Delay

Prior authorization requires insurers to approve treatment in advance, which can delay healing and increase hospital stays and overall costs. These challenges are particularly evident in Medicare Advantage plans, where many denied services are ultimately approved on appeal, yet the appeals process can create barriers to timely support.

At the same time, clinicians spend significant time completing administrative requirements and navigating approval processes, often reducing the time available for direct patient support. These demands contribute to burnout in an already strained workforce.

Texas Health advocates for policy solutions that reduce administrative burden, minimize delays and denials, and support clinicians in delivering timely and patient-centered care.



In 2025, our system helped move forward policies that:

### *Support a Strong, Resilient Workforce*

Reliable staffing and secure environments protect consumers, patients and our people. New legislation requires hospitals to maintain appropriate staffing levels and allows caregivers to report concerns without fear of retaliation. Additional rules now require law enforcement approval before high-risk parolees visit hospitals, reducing security risks.

### *Stabilize Funding for Essential Services*

Predictable funding helps hospitals respond during emergencies and treat Medicaid and uninsured patients. Lawmakers sustained Local Provider Participation Funds in Collin and Denton counties, securing federal funding support for critical services. They also blocked payment cuts that would have reduced services in rural and underserved communities.

### *Expand Behavioral Health Offerings*

Rising behavioral health demands require strengthened capacity and prompt, reliable access. Legislators increased loan repayment incentives to attract more providers, simplified emergency-detention procedures and renewed funding for substance use prevention, treatment, recovery and specialized expertise.

### *Enhance Clinical Excellence*

Superior outcomes depend on clear clinical authority and evidence-based practice. New laws:

- Clarified emergency exceptions in Texas abortion law to support timely, lifesaving treatment.
- Delayed the release of sensitive test results, so patients receive clinical guidance first.
- Regulated insurers' automated systems, including AI, to prevent inappropriate denials and delays.



## How Coverage Gaps Strain Patients and Providers

About 4 million Texans rely on ACA Marketplace coverage and the majority receive financial assistance. When enhanced premium tax credits expired in late 2025, many individuals were expected to face higher premiums, with some projected to lose coverage over time.

Texas has the nation's highest uninsured rate. As coverage becomes less affordable, more families are expected to go without insurance or shift to short-term "skinny" plans that exclude major illnesses, pre-existing conditions and catastrophic costs. As individuals leave the Marketplace, premiums rise for those who remain.

These coverage shifts represent a systemic risk to community health, affordability and the long-term financial sustainability of providers. Texas Health continues to monitor these dynamics while working to provide consumers with the care they need.

## Navigating a Changing Policy and Funding Landscape

In 2025, federal legislation introduced updates to tax policy, healthcare programs and government spending that may significantly affect Medicaid funding and insurance coverage. These changes place financial pressure on hospitals that continue to treat patients regardless of their ability to pay.

At the same time, hospitals across the state are managing rising operational costs, reimbursement pressure and workforce challenges in key clinical roles. These conditions require ongoing evaluation and thoughtful planning to sustain services.

As the implementation of these changes continues, Texas Health remains focused on providing cost-effective, evidence-based treatment, supporting the healthcare workforce and maintaining financial stability in an evolving public policy environment.

## Protecting Data and Privacy

The healthcare industry faces constantly evolving cyber threats, including phishing attacks, ransomware and data breaches. We build security into everything we do, from how our teams work to the processes we follow and the technology we use. These protections are put in place from the start and continuously monitored to safeguard our systems.

In 2025, we strengthened our cybersecurity framework to enhance preparedness, improve resilience and reduce organizational risk. These efforts strengthened resilience against cyber threats and helped reduce organizational risk.

## Maintaining Uninterrupted Operations

Texas Health maintains continuity during emergencies, disasters and unexpected disruptions by proactively monitoring risks, conducting hazard assessments and coordinating systemwide planning exercises with community agencies. We train leaders and staff to respond effectively during incidents and regularly refine our protocols to reflect best practices in communication, evacuation, decontamination and patient tracking.

### ***We improved systemwide readiness during the year by:***

- Strengthening business continuity plans, standardizing emergency procedures and modernizing practices.
- Upgrading a mass-notification platform to improve reliability, alert delivery speed and consistency in critical communications.
- Practicing coordinated emergency responses and de-escalation techniques so clinical and security teams can respond effectively when needed.
- Training leaders on surge capacity and mass-gathering preparedness ahead of the 2026 FIFA World Cup.
- Quickly containing unplanned disruptions to minimize systemwide impact.

## Safeguarding Our System

Texas Health's Police & Security Services protects consumers, visitors and employees across all campuses. Our 420 officers and security staff receive specialized training and meet strict licensing and regulatory standards.

In response to rising workplace violence, we strengthen security systemwide by enhancing threat detection, upgrading locks and camera systems and expanding crisis response and de-escalation training. We also forge strong relationships with local and federal law enforcement to provide quick, coordinated responses to any threat.

### ***In 2025, Texas Health:***

- Integrated security with clinical teams to respond faster to threats and support patient-centered care.
- Strengthened coordination to help every facility follow the same safety practices and communication protocols.
- Optimized weapons detection technology in Emergency Departments and upgraded building controls and camera systems to improve visibility across campuses.
- Expanded and enriched the police and security program through stronger leadership and advanced training.



## Strengthening Supply Chain Resilience

To provide a reliable supply of medications, equipment and materials, Texas Health deploys ethical, sustainable purchasing practices that protect patients, support workers and reduce unnecessary risk.

Health systems everywhere are facing real pressures — rising costs, shortages of essential materials and delays caused by severe weather, global conflicts or other disruptions. To stay ahead of these challenges, we work with a diverse group of vendors, use technology to track supplies in real time and regularly review their quality, responsiveness, environmental practices and labor standards. These steps help us keep treatment moving smoothly.

Affordability matters too. By participating in a group purchasing organization, we join with other health systems to negotiate fair prices for essential supplies. This collective approach helps us manage costs while preserving essential resources.

In 2025, Texas Health successfully navigated cost pressures, supply availability challenges and other operational risks, providing continuity of care and maintaining high safety and quality standards.

## Putting Generosity to Work

The Texas Health Resources Foundation channels donor generosity and grant funding to advance strategic priorities. In 2025, monies raised helped to:

- Add more ways for people to access services by building new hospitals, expanding major facilities, introducing clinical innovations and modernizing care environments.
- Implement Texas Health Community Hope initiatives that improve food and nutrition security, student mental health and resiliency, survivor support, mobile health services, chronic disease management and remove non-medical drivers of health.
- Award scholarships and fund apprenticeships to develop and retain essential clinical staff.

### When Seconds Matter

When tiny Navy entered the world, her story became a powerful reminder of why advanced maternal and neonatal services must remain close to home.

At 35 weeks pregnant, Navy's mother felt sudden, severe chest pain and trusted her instinct to seek help at Texas Health Harris Methodist Hospital Fort Worth. Within minutes, specialists mobilized around a single goal: to protect both mother and baby.

Navy was delivered safely. Moments later, her mother underwent complex open-heart surgery to repair a life-threatening aortic dissection. Today, both are thriving — a testament to how timely, coordinated care can change the course of a family's life.

Their story shows what's possible when philanthropy, collaboration and compassion align in the moments that matter most.

### Standards and Expectations

We hold our vendors to high standards to provide the best healthcare possible. They are required to:

- Comply with codes of conduct, policies and business practices.
- Follow all applicable laws and maintain high ethical standards.
- Participate in regular audits to maintain compliance with our standards.

We work with suppliers to address issues and track progress, and may adjust or end contracts if problems persist.

### 2025 Foundation Impact

We raised or received \$31.1M to open more doors to care, strengthen community health and prepare the next generation of caregivers.

Scan the QR code to learn more in the Foundation's 2025 Annual Report.



# Environmental Stewardship



Caring for people also means caring for the environment that supports their health. Texas Health works to reduce the impacts of its operations through conservation and responsible resource management.

## Optimizing Energy Efficiency

We design, operate and upgrade facilities to use energy more efficiently, reduce utility costs and lower environmental impact through sustainable building design, advanced lighting, high-efficiency heating and cooling systems, modern medical equipment and targeted campus retrofits.

To drive continuous improvement, we track performance monthly and benchmark against the U.S. Department of Energy's ENERGY STAR® ratings at major hospital campuses, aiming to reduce energy use per square foot by 1% each year.

With our physical footprint expanding in 2025, energy use rose by 1.5% and natural gas consumption increased by 7.7% due to colder-than-average temperatures. Despite this, we continued to advance efficiency through targeted upgrades and operational improvements.

## Reducing Landfill Waste

Texas Health reduces waste and conserves materials through thoughtful procurement, reuse and recycling. Defined policies and mandatory training help teams safely handle materials and comply with regulations. We also retain a national waste vendor that manages disposal responsibly.

We divert materials from landfills by reprocessing eligible single-use devices, recycling common materials and reusing sharps containers. These practices support circular economy principles while protecting both people and the environment.

## Conserving Water

Population growth, drought, extreme heat and agricultural demands continue to strain Texas water supplies. We actively monitor availability, restrictions, forecasts and storage conditions to refine management strategies. Our water stewardship initiatives include installing water-efficient plumbing, irrigation and laundry systems and inspecting water delivery systems to prevent wastewater or stormwater discharges from exceeding regulatory limits.

Since 2015, Texas Health has conserved 138.4M gallons of water, the equivalent of 1,026 Olympic-sized pools.

## Creating Healing Environments

Texas Health designs healing spaces that prioritize comfort, safety and sustainability to support healing and minimize environmental impact.

New buildings meet LEED standards, a recognized benchmark for environmentally responsible and energy-efficient design and existing facilities are revitalized using sustainable principles. We incorporate strategies such as smart building controls, rainwater harvesting and energy-efficient lighting to improve efficiency and lower costs.

Our person-centered design fosters a calming, restorative atmosphere with natural light, a path to nature, sound-absorbing materials, thoughtful color and art and adjustable room settings.

# 2025 Performance Data

The following data tables provide an overview of Texas Health's five-year performance.

## Quality

The healthcare-acquired infection (HAI) ratios in the table below are calculated as the number of observed (actual) infections divided by the predicted number. Ratios below 1.0 indicate that patients had fewer infections than expected.

Readmission ratios are calculated similarly and use a risk-based methodology to account for additional factors (e.g., the severity of patients' health conditions and demographics).

The observed-to-expected (O/E) ratio is a risk-adjusted measure of mortality. A score of 1.0 indicates performance is as expected. A score of less than 1.0 indicates performance is better than expected.

QUALITY MEASURES	2021	2022	2023	2024	2025
Average length of stay (days)	5.0*	4.9	4.8	4.6	4.6
All-cause readmission observed/expected ratio (omissions: errors threshold)	0.94*	0.91	0.95	0.95	0.95
Sepsis mortality observed/expected ratio	1.15*	0.72	0.63	0.62	0.67
Overall mortality observed/expected ratio	0.99*	0.66	0.58	0.56	0.58
Pneumonia mortality observed/expected ratio	1.13	0.68	0.53	0.48	0.54
Pneumonia readmission observed/expected ratio	1.05	0.93	0.91	0.91	0.95
HOSPITAL-ACQUIRED INFECTIONS	2021	2022	2023	2024	2025
Clostridium difficile	0.68*	0.67	0.50	0.24	0.22
Catheter-associated urinary tract infections	0.35	0.48	0.39	0.22	0.24
Central-line-associated bloodstream infections	0.94*	0.55	0.39	0.25	0.20
Surgical site infection (SSI) following a colon procedure	1.08	0.61	0.61	0.32	0.43
SSI following abdominal hysterectomy	1.30	1.16	0.93	0.79	0.86

\* The COVID-19 pandemic impacted results due to higher acuity patients and longer lengths of stay.

## Workforce

RECRUITMENT AND RETENTION	2021	2022	2023	2024	2025
Total employees*	25,298	26,844	29,100	29,000	29,787
Retention**	81.4%	83.0%	84.8%	88.6%	87.8%

\* Includes PRN (as needed) employees. \*\* Excludes PRN employees.

OVERALL ENGAGEMENT	2021	2022	2023	2024	2025
Employees	85%	83%	82%	83%	84%
Physicians	82%	74%	76%	76%	81%

WORKPLACE SAFETY RATES	2021	2022	2023	2024	2025
OSHA* incident rate (vs. national average)	3.7 (6.1)	3.7 (6.1)	3.9 (5.2)	3.9 (5.1)	3.8
OSHA lost time rate (vs. national average)	1.3 (2.3)	1.1 (2.4)	1.5 (1.5)	1.5 (1.3)	1.5
OSHA restricted work rate	0.4 (.9)	0.5 (0.8)	0.4 (0.8)	0.4 (0.8)	0.4

\* OSHA is the Occupational Safety and Health Administration. National averages will be available in November 2026.

## Consumer Experience and Satisfaction

Net Promoter Score (NPS) measures consumers' likelihood to recommend Texas Health on a scale of -100 to 100. Our goal is to achieve top-quartile performance compared to national benchmarks. In 2025, 12 of our hospitals achieved our goal and seven improved year-over-year performance.

LOCATION	2021	2022	2023	2024	2025
Texas Health Breeze Urgent Care	92	90	92	90	91
Texas Health Center for Diagnostics & Surgery Plano	89	88	90	91	92
Texas Health Heart & Vascular Hospital Arlington	81	83	84	86	85
Texas Health Physicians Group	90	90	90	91	91
Texas Health Resources	73	75	77	79	79
Texas Health Harris Methodist Hospital Southlake	93	87	92	92	92
Hospital Channel*	68	68	71	73	73
Texas Health Presbyterian Hospital Allen	71	71	74	73	73
Texas Health Harris Methodist Hospital Alliance	67	68	71	72	72
Texas Health Arlington Memorial Hospital	64	62	64	67	70
Texas Health Harris Methodist Hospital Azle	55	60	62	66	67
Texas Health Harris Methodist Hospital Cleburne	64	66	65	73	69
Texas Health Presbyterian Hospital Dallas	66	66	68	70	70
Texas Health Presbyterian Hospital Denton	68	65	72	73	75
Texas Health Presbyterian Hospital Flower Mound	74	74	75	78	78
Texas Health Harris Methodist Hospital Fort Worth	67	69	71	74	73
Texas Health Hospital Frisco	80	74	79	80	79
Texas Health Harris Methodist Hospital Hurst-Euless-Bedford	69	68	70	73	72
Texas Health Presbyterian Hospital Kaufman	67	77	74	73	75
Texas Health Presbyterian Hospital Plano	68	66	72	74	72
Texas Health Hospital Rockwall	71	71	75	75	75
Texas Health Harris Methodist Hospital Southwest Fort Worth	73	71	76	78	77
Texas Health Harris Methodist Hospital Stephenville	68	70	74	77	79

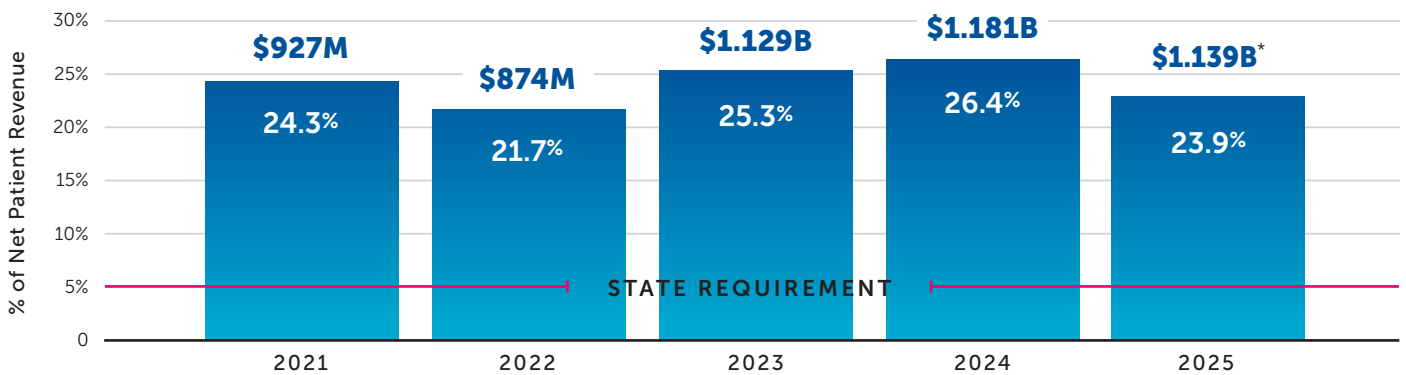
Data is collected from January to November each year. \*Average NPS scores across all hospitals.



## Performance Data



## Charity Care and Community Benefit



\* Includes charity care and community benefit provided by our joint-venture hospital, Texas Health Frisco

## Environmental Sustainability

ENERGY CONSUMPTION	2021	2022	2023	2024	2025
Total (million Metric Million British thermal units [MMBtu])	2.25	2.36	2.30	2.27	2.37
Per square foot (thousand Btu/square foot)	193.2	191.6	188.4	186.5	194.3

WATER USE	2021	2022	2023	2024	2025
Total (million kilogallons [kgal])	1.21	1.35	1.34	1.34	1.30
Per square foot (kgal/square foot)	0.104	0.110	0.110	0.110	0.107

WASTE GENERATED (million pounds)	2021	2022	2023	2024	2025
Regulated medical waste	1.67	1.64	1.50	1.44	1.93
Solid waste*	17.59	16.92	19.44	20.48	21.75

\* Solid waste generation has increased since 2020 due to systemwide expansion, with more patients being treated in hospitals, Breeze Urgent Care clinics and other facilities.

# Contributors

**These key internal teams provided direction and scope for this report. They helped identify relevant topics that reflect Texas Health's priorities and issues of interest to our stakeholders:**

Ambulatory & Virtual Care Channel

Brand Experience

Channel Integration Experience

Clinical Outcomes

Community Health Improvement

Data Integration Office

Environment of Care & Emergency Management

Environmental Services

Faith & Spirituality Integration

Finance Operations

Governance Services

Government Affairs & Advocacy

Healthy People, Healthy Communities

Information Services

Information Systems & Application

Management People & Culture

Performance Improvement

Quality & Patient Safety

Real Estate Engineering

Strategy & Planning

Supply Chain Management

System Engineering

Texas Health Behavioral Health

Texas Health Physicians Group

Texas Health Resources Foundation

Texas Health Resources University



**2025**

**COMMUNITY RESPONSIBILITY REPORT**



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